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United States of America

Office of Personnel Management

Washington, D.C. 20415

In Reply Refer To:

JAN 23 1980

Your Reference:

Honorable Stansfield Turner
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Admiral Turner:

I want to introduce you to the Workforce Effectiveness and Development Group (WED), a new unit in the Office of Personnel Management, and also ask you for a favor which will help both of us.

The primary mission of WED is to assist you in your efforts to improve productivity in the Federal government, a task which involves improving the efficiency, effectiveness, and responsiveness of the Federal work force and the programs we manage. This letter will begin to acquaint you with our services. I invite you to call on us for any help we can offer.

We are preparing a pamphlet which describes WED, its components, and its services in greater detail. The pamphlet is presently being printed and I'll be back in touch with you next month with a copy. I hope it will serve as a quick reference guide for you and you will find it helpful in calling on us.

WED is composed of three line offices: the Office of Productivity Programs, the Office of Consulting Services, and the Office of Training. It may be useful to you to know a bit more about the services of each of these offices. I'll describe them briefly with a fuller account of the Office of Productivity Programs since it is in connection with this office that the favor I mentioned arises.

The Office of Consulting Services offers Federal agencies direct assistance on productivity-related issues and problems, as well as referrals for additional information on consulting resources. The Assistant Director of the office is Robert W. Brown. The Office of Training makes overall Federal training policy, furnishes over 400 training courses at 450 government centers, and designs individual courses to suit a particular agency's needs. Donald R. Williams heads the Office of Training.

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The Office of Productivity Programs is engaged in the organization and development of knowledge about productivity improvement. Under the direction of Blair G. Ewing, the office conducts research, program and policy development, and measurement and analysis in productivity. Both the Office of Consulting Services and the Office of Training draw on this knowledge to support their own operations.

Now let me turn to the favor I'm requesting and some background. The Office of Productivity Programs has begun a search to locate, analyze, and describe the most successful productivity practices in the Federal government. This project, called Exemplary Practices in Federal Productivity, is designed not only to validate the success of existing programs, but also to provide for the publication of reports for widespread distribution on how they work and how other interested managers can adapt them. The knowledge that we gain from the successful practices will be used by the Office of Consulting Services as they recommend new approaches to client agencies and the Office of Training as they design and evaluate their training programs. We have examined publications from the private sector, universities, and Federal agencies to learn of new developments in productivity enhancement. In addition, we have begun an outreach campaign to seek examples from Federal managers of productivity projects in their organizations. We have learned that many Federal managers have already launched their own innovative, successful projects to increase productivity.

The favor I am asking is that you help us by nominating projects, programs, or other examples of improved productivity for consideration as an exemplary practice. The nomination may be one of total system improvement (wherein an organization's overall performance improves) or unit improvement (wherein specific aspects of an organization improve). Our definition of improved productivity includes examples of enhanced efficiency, effectiveness, economy, responsiveness, and accountability. The effort you make may well pay off for you as well as for your colleagues in government, and for us as well. We are all likely to benefit. Your nominations should include the following information:

- name of project/program
- name and location of agency and sub-unit
- name and telephone number of person in charge
- start and completion dates (one year minimum)
- cost and/or number of employees involved

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- goals and objectives
- means of achieving objectives (process, techniques, equipment, etc.)
- results (quantitative measures)

Nominations should be limited to 1000 words or less and we encourage nominees to send informal initial explanations of their projects. We will review the submissions and get in touch with nominees for follow-up work. All nominations accepted for study will undergo intense analysis, including site visits when needed, and documentation. We already have four projects under study to determine their applicability to other sectors of the government:

- Department of Defense's fast payback capital investment program. The program concentrates on small item equipment purchases that can repay their initial costs within two years through labor or resource savings.
- Department of Housing and Urban Development's performance objectives project for workers. The program is concentrated on tasks in the Finance and Accounting Office and requires that supervisors set goals for production, inform workers of their production rates, and positively reinforce them.
- Kelly Air Force Base aircraft maintenance productivity improvement program which includes more efficient work procedures, incentive awards, and job enrichment.
- National Labor Relations Board case management system.

I am looking forward to working with your agency and sharing our experiences and ideas for improving productivity. I plan to keep in touch through subsequent letters and in other ways. Please get in touch with me or members of my staff with any questions or suggestions you may have as to ways in which we can be of help, and other ways we can work together.

Sincerely,

James M. H. Gregg
Associate Director
Workforce Effectiveness
and Development

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